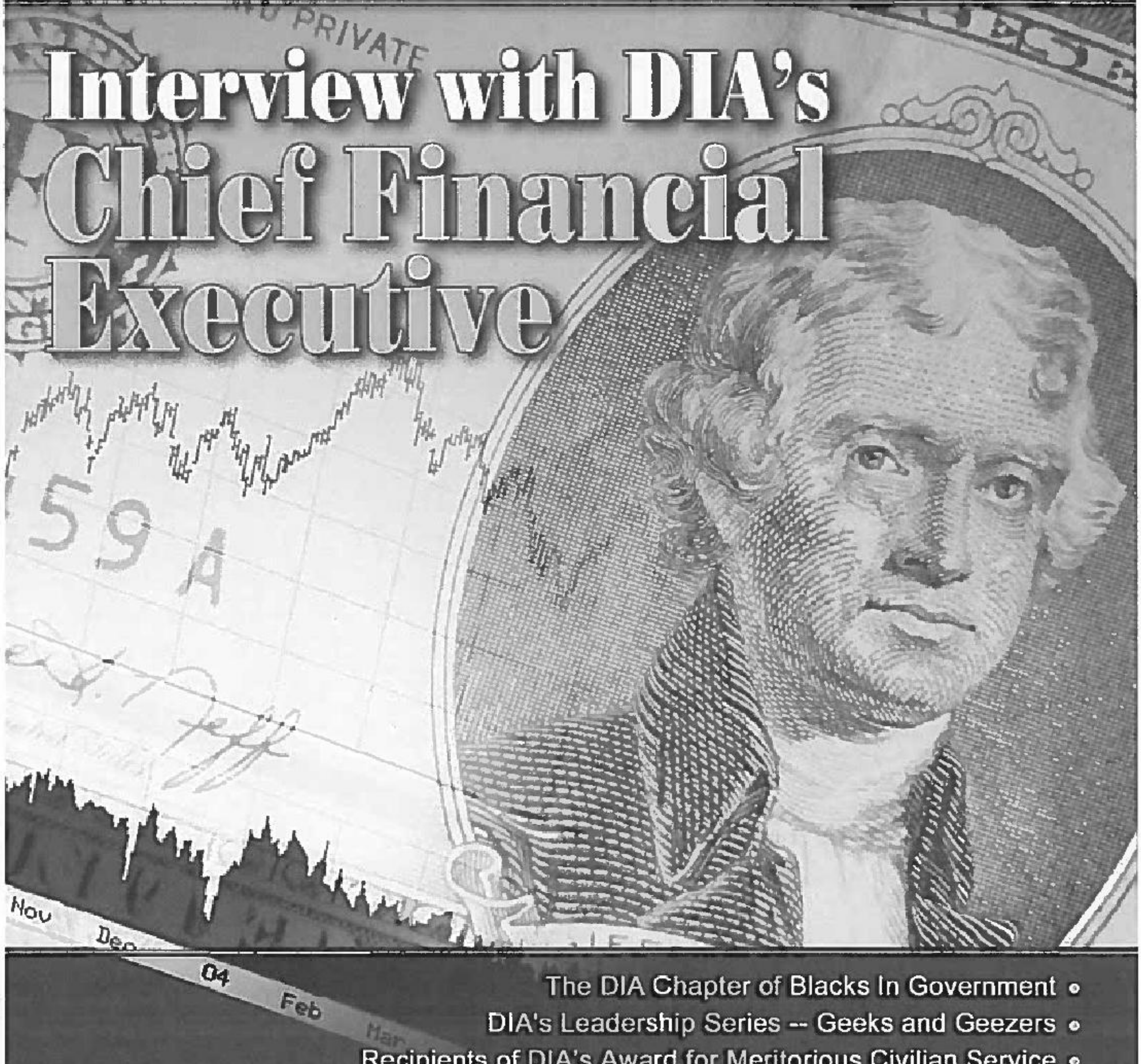
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

JULY 2004 VOLUME 16/NUMBER 6

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

MASINT Day for the Civil Applications Committee • DIA Welcomes New Hires • Public Service Recognition Week 2004



Interview with DIA's Chief Financial Executive

The DIA Chapter of Blacks In Government •

DIA's Leadership Series -- Geeks and Geezers •

Recipients of DIA's Award for Meritorious Civilian Service •

July 2004 Volume 16/Number 6

COMMUNIQUÉ

A Defense Intelligence Agency Publication

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Interview with DIA's Chief Financial Executive

Robust Financial Management Activities Support Defense Transformation Goals

By Communiqué Staff, DXP

Ms. Michele Platt was selected as the agency's first Chief Financial Executive, responsible for the development and management of the General Defense Intelligence Program (GDIP) and cradle-to-grave DIA financial operations, as well as directing the activities of the Joint Reserve Intelligence Program (JRIP). The director's new special staff element she leads was established March 2003 through a merger of the former offices of the Comptroller; the Defense Intelligence Resources Management Office (DIRMO) and the Reserve Intelligence Integration Office from the Director Military Intelligence Staff; and the Programming Staff from the Plans, Programs and Operations Staff. Prior to her selection as Chief Financial Executive, Ms. Platt was Vice Deputy Director for Information Systems and Services, from October 1999 to March 2003.

The Communiqué editor spoke with Ms. Platt about this new special staff element and discussed her strategy for implementing more robust financial management activities that support defense transformational goals.

COMMUNIQUÉ: *The establishment of the office of the Chief Financial Executive (FE) in March 2003 appears to be more than an amalgamation of several legacy offices. Please discuss the background of why FE was created.*

MS. PLATT: Defense transformation provided the impetus for accelerated implementation of financial management reforms as well as increased leadership and focus. The sense of urgency surrounding our business today demands more enabling financial processes that are integrated, efficient, reliable, trustworthy and responsive to decision makers and customers. In response, DIA Director Vice Adm. L.E. Jacoby – in his roles as the program manager of the General Defense Intelligence Program (GDIP) and the senior uniformed military intelligence officer in the Defense Department – identified one senior executive to support him in program management, financial and resource management issues.

In the past, there was frustration on the part of many of the deputy directors in DIA, along with the broader defense intelligence community, that the agency was stove-piped and failed to speak with one voice. Likewise, employees were very frustrated at the length of time it took to identify, purchase and receive the tools that allowed them to do their jobs.

Ms. Michele Platt, Chief Financial Executive

In his desire to transform DIA relative to our business processes, Vice Adm. Jacoby wanted one executive to manage all the resource business for both DIA and the GDIP community and to speak with one voice. I have to say that this has been accomplished; all of the multitasking and duplication that occurred previously has now been eliminated.

Secondly, his goal was to run DIA like a professionally managed, successful business. Other than the fact that corporations are for profit, they are laden with some of the same challenges as government organizations: meeting standards, implementing procedures and meeting timelines. Large, flourishing, model corporations have recognized the key role the chief financial officer plays as a strategic partner in the organization.

Vice Adm. Jacoby gave me a very strong mandate when he selected me for this position. In order for him to transform DIA into a world class intelligence organization, he not only had to secure the necessary resources to fulfill the mission, but he had to be able to execute the resources within specific guidelines in a timely and efficient manner, both in the agency and throughout the GDIP community.

As such, my staff serves as an enabler to him and to the decision makers. By understanding their requirements and identifying legal and proper financial solutions to those requirements, we are on the road to transforming the overall resource management process.

COMMUNIQUÉ: *Please explain the concept of the satellite resource offices and why this is necessary to accomplish FE objectives.*

MS. PLATT: With the restructuring, the satellite resource managers and their staffs have also become part of the broader financial management team. We are building strong financial organizations aligned with balanced skill levels, standards and training. This concept also supports the goal of "Forward as one – one message, one voice, one program, one agenda."

"Forward as one – one message, one voice, one program, one agenda."

We have also eliminated the repetitive transactional business in the headquarters that resulted in agency elements coming back asking permission to spend funds that had been justified, legitimized and approved in various stages of the process. To ensure that all applicable financial guidelines and appropriations laws are followed, we embedded qualified headquarters staff in the satellites who then provide expertise to support program managers with their financial operations. We also have a strong working relationship with the Inspector General (IG) who provides oversight to make sure everything is done properly.

Throughout the course of the programmatic process to build the GDIP budget while we market our requirements, we engage the program overseers to fully justify our requirements to Congress. After receiving the funding, we work closely with the program managers who rely on on-site FE financial experts to help implement their programs.

This process avoids having program managers come back to the headquarters repeatedly to justify elements of the program. Eliminating five or six steps in the process has reduced the comptroller approval timeframe from as long as 45 days to as short as one day. That's incredible! Our customers attest to the fact that financial operations are less frustrating than they used to be.

By having qualified FE financial personnel working alongside project managers, funding issues can be resolved and approvals can be made on the spot. That's the key element of the satellite concept that works to the betterment of all.

COMMUNIQUÉ: *What have been your main goals and priorities for FE during its first year?*

MS. PLATT: I wanted to stand-up an organization that will work efficiently in accordance with the director's goals as we've discussed, stand-up the satellite offices, develop a viable internal controls program and begin our efforts toward a clean financial statement. We have accomplished this. Also, I wanted to develop a more professional training program, develop a professional fellowship program, improve recruiting and placement and document and establish efficient procedures that would enable our decision makers and customers.

I initiated a process for the broader GDIP community to work more closely with the DIRMO. I wanted to break down the barriers between the DIRMO and the DIA offices that have caused problems for DIA and the community. We have been very successful in solving this. Today, all taskings to the community pertaining to resources are centralized and deconflicted by the DIRMO prior to release. This alleviates a tremendous burden for the community that previously found itself responding to various elements in DIA.

We established a monthly resources advisory board with senior representatives from all the directorates to discuss the agency's resources issues to identify solutions to as many as we can before raising to the leadership for resolution. This has been an outstanding way to open up communications and develop a strong working relationship with our internal customers.

Another priority during the past year was to begin the process of bringing the agency into compliance with the Chief Financial Officers (CFO) Act of 1990. In recent years, DIA received some unflattering press on its inability to obtain clean financial statements, and in its lack of compliance with the act. Even though it will take a few years to become fully compliant, we have made enormous strides in that direction.

We stood-up a qualified audit committee with representatives from the other defense agencies. We developed a CFO strategic plan and are integrating our financial systems to allow us to track, monitor and account for all of our assets. Congress is very interested in the positive direction this office is taking. Last year, we

received a scathing IG report on our internal management controls program. This year, after addressing the concerns through focused hard work, DIA was given third-place honorable mention in the Department of Defense. Next year, our goal is first placei

COMMUNIQUÉ: *What does the Chief Financial Officers Act entail?*

MS. PLATT: The CFO Act of 1990 marked the beginning of a new era in federal financial program management, control and accountability.

Basically, the act requires the successful development and use of processes to manage financial resources, systems and information. It establishes a leadership structure, provides for long-range planning, requires audited financial statements and strengthens accountability reporting. The act also provides an opportunity to link budget to performance. We receive hundreds of millions of dollars from Congress to do our job, and we have a responsibility to tell the taxpayers what they will receive for their money and ensure that the funds are expended wisely.

The CFO Act is not just about money; each government organization must account for all its assets. In fact, 65 percent of a financial statement involves non-financial areas such as property accountability, software, contracting processes, etc. In the past, we have not received a clean audit because we have not always been prudent when tracking and accounting for the equipment we purchase and use.

COMMUNIQUÉ: *You mentioned developing a fellows and training program. Please tell our readers about FE's professional fellowship program and the development of a multi-skilled functional management workforce at DIA.*

MS. PLATT: This year we established an entry-level fellows program and focused on recruiting entry-level hires from some of the finest business schools in the country—Wharton Business School at the University of Pennsylvania, George Mason University and the University of Southern California, to name a few.

These fellows come into FE headquarters and are placed in a rigorous, hands-on training program on managing intelligence resources from cradle-to-grave. Coming from a non-intelligence government office in the Army, I can tell you from personal experience that intelligence resource management is a world of difference, especially due to the key role oversight plays.

The fellows are kept in the training-focused program for three years. The first year is skills development in a specific financial management discipline in a "home" office (includes on-the-job and formal training and education.) This baseline skills development is followed by two years of skills enhancement in additional financial disciplines. This is done through rotational assignments, special assignments, training and education.

The wonderful thing about FE is the rainbow of opportunities that are available. You can go the route of intelligence community management (DIRMO); you could select resources budget execution (FE-2); you can be an accountant/certified public accountant (FE-3); or focus on supporting HUMINT, all-source analysis, technical collection or the J2 in our satellite offices. Finally, opportunities exist in our program and analysis office (FE-4) and the Reserve Intelligence Integration Office (FE-5).

We'll recruit and bring in a new "resources class" each year so that employees in DIA resource positions receive the same kind of training and have the same opportunity to develop professionally. The program will bring balanced skill sets to the directorates with properly trained financial personnel. This is a critical, long-term effort to develop the qualified workforce that we need for the future.

COMMUNIQUÉ: *Please discuss some process changes currently underway to improve the agency's business tools.*

MS. PLATT: In the past, DIA had several stovepipe systems for managing our finances. All of these systems were used to perform specific functions during budget preparation and financial analysis, but unfortunately, none of them were connected. This resulted in a time-consuming, manual, labor-intensive effort every time a question was asked. We literally had to take data from one system and manually input the data into another system. Mistakes were always made, and our employees would spend hours upon hours trying to identify the errors and make it all balance.

What we are doing now is connecting and fully integrating those systems, so we can use tools to pull information from one system to another. This may sound simple but is much more of a challenge because not all systems are resident here at DIA. There are systems at the Missile and Space Intelligence Center, the Armed Forces Medical Intelligence Center and the Joint Field Support Center. To further complicate the data flow, the Defense Attaché System is tied to the

State Department and embassies worldwide. By integrating these systems and standardizing the data, we are saving hundreds and thousands of man-hours of effort while resulting in more accurate accounting data.

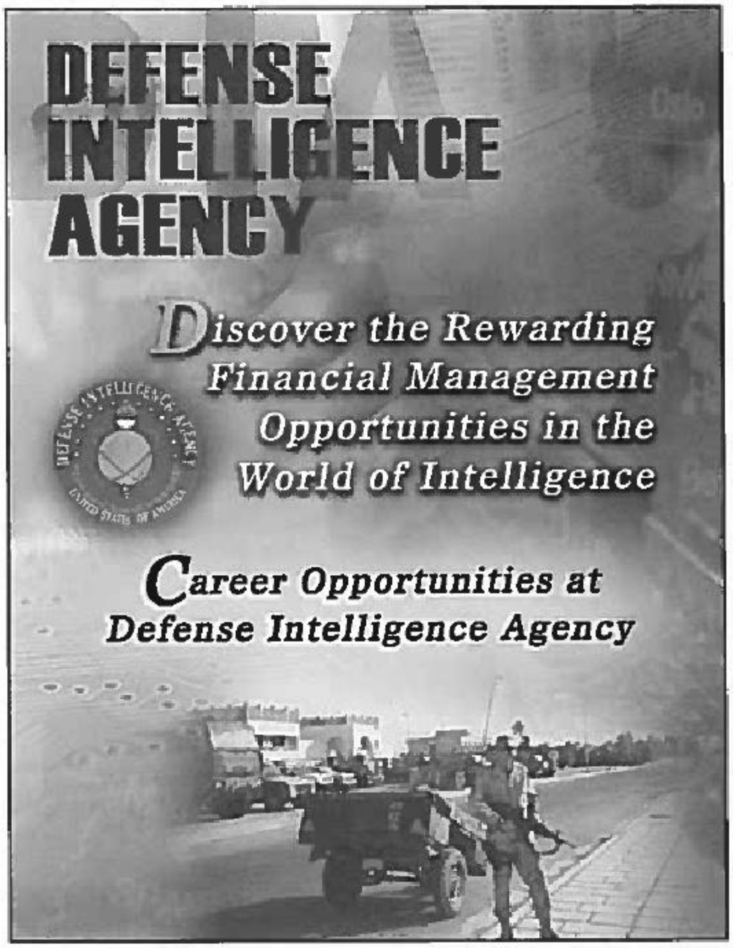
We are changing the dynamics of financial management by moving from a transactional model to a planning/analytic model. Are the investments appropriate? Are the resources adequate? What do we need in out-year funding? What will we need to support intelligence 10 to 20 years from now? By being prepared to answer these questions, we can enable the director to make the right decisions for today and tomorrow.

COMMUNIQUÉ: *Please discuss the stand-up of FE's newest organization: the Program Analysis and Evaluation Office (FE-4) and why it is necessary. How do its efforts differ from performance analysis activities resident in the Office of the Chief of Staff (OG)?*

MS. PLATT: FE-4 was designed to provide the programming process with analysis relative to the large investment areas within DIA and throughout the GDIP community. This is particularly important in the areas of technical collection and our enterprise-wide information technology (IT) investments. We need to go beyond identifying the costs alone. We need to ensure the accuracy and validity of those costs.

This office examines various requirements and technologies available using cost-benefit analysis that lends credibility to a project when we ask for significant amounts of funding from our overseers. The office has also been tasked with putting us in compliance with the president's financial management agenda and performance measurement requirements, which stemmed from the CFO Act, and will link our budget to performance. As a result, we now go forward with budget requests that are supported with validated metrics. This office is also involved in identifying business process improvements that are revealed through analytical reporting on our varied business areas.

Finally, FE-4 supports and is involved closely with intelligence transformation efforts. While OG is responsible for planning, FE-4 lays the groundwork by identifying future resources requirements and costing for all future transformation activities within DIA and throughout the GDIP.


DEFENSE
INTELLIGENCE
AGENCY
Discover the Rewarding Financial Management Opportunities in the World of Intelligence
Career Opportunities at Defense Intelligence Agency

COMMUNIQUÉ: *Please discuss the Joint Reserve Intelligence Program (JRIP). How did it end up in your organization, what are its contributions to contingency operations and what are its future plans for a more comprehensive integration of the Reserve intelligence component into the total force structure.*

MS. PLATT: When the agency was reorganized, the director had the vision to understand the extensive community role the JRIP plays and how it becomes a force multiplier for the operational commands.

Reach-back access enables the reservist to provide the commander with critical intelligence production. The feedback that I receive from the combatant commands is that the reach-back to reservists at the Joint Reserve Intelligence Centers (JRICs) is critical and timely. The operational tempo has been so high that the shortage of personnel, especially in low-density, critical skill sets like imagery, has been a serious issue for them. The Reserves have filled that gap. They are better trained

by drilling at the JRIC on the same systems the gaining command has, and they are able to support the command remotely from the reservist's home station during drill time or during production surges.

The JRIP, through its IT component, provides substantial connectivity among the JRICs, the tactical commands, the combatant commands, the service intelligence centers and the combat support agencies, enabling it to work as an integral part of the intelligence community enterprise. Intelligence problems from counterterrorism, all-source, imagery, MASINT and HUMINT can, through this collaborative environment, be addressed anywhere in the world.

Another of the JRIP's tools – Joint Military Intelligence Program (JMIP)-funded man-days – has the flexibility to meet the warfighters' greatest and most critical requirements. Within hours, a USEUCOM reservist could be on orders, traveling into the theater or to a JRIC to support a targeting or counterterrorism problem. This almost immediate response is frequently accomplished weeks before a mobilized reservist has even been identified, let alone sent into the theater.

The key to this capability is the effective use of the Joint Worldwide Intelligence Communications System, the JRIP architecture and JRIP. JMIP funding resources are well suited for this community program.

As a community program, it clearly impacts not only DIA and the GDIP components, but is now finding its way into the tactical arena. We in FE have used the JRIP to gain entry into the workings of the combatant commands and potentially can use it as a test bed for developing future requirements.

DIA has clearly recognized the extraordinary value the program can bring to both it and the intelligence community. It has gone a long way to help fill that void in intelligence gathering and processing that is the result of a lack of sufficient manning in the commands.

COMMUNIQUÉ: *What is the greatest challenge confronting the FE organization and how do you plan to meet that challenge?*

MS. PLATT: Our greatest challenge is the recruitment, retention and training of a professional workforce for the future. We're addressing it through intensive recruiting and a proactive fellows program, but I am concerned with the significant challenges we face in managing intelligence resources in a transforming agency. My number-one challenge is to identify and train people quickly before our aging population retires.

Another important challenge is that I want intelligence officers to develop interest and expertise while working in the programmatic and money environment. They can bring invaluable knowledge about what the resources really mean in the sense of production and analysis. When you stand before the hill or the Community Management Staff asking for $500 million to accomplish a mission such as finding Usama bin Ladin or enabling the agency to fund a new persistent surveillance capability, you need people with a working intelligence background. It's critical to have people who can take a requirement, translate it into money and market and defend the requirement through its entire financial life cycle. Providing our decision makers with coherent visibility into the program and budget worlds is key to our success.

Lastly, obtaining a clean auditable financial statement is another major challenge. As discussed earlier, we are aggressively addressing this through FE planning and implementation actions while combining them with automated improvements in data transactions and accounting practices.

COMMUNIQUÉ: *Where do you see FE in the next five years?*

MS. PLATT: I see us younger, more efficient, time-sensitive and more responsive to our business partners—the functional managers. I see us working as one with the satellite offices, constantly developing a better understanding of how to meet their needs. I see the headquarters becoming much leaner and more efficient while the directorates become a more crucial element of programming and resourcing as we transform.

Our challenges and our successes will occur in the directorates. After we have done our job in the headquarters, our financial staff will have the tools, will have completed the training and will be well-equipped to do their jobs, and provide world class financial management to the agency and the defense intelligence community.

MILESTONES

DIA Employees Receive Agency Honor

DIA's Award for Meritorious Civilian Service Recognizes Exceptional Performance

By Employee Benefits & Services, DAH-4

DIA congratulates the recipients of the DIA Award for Meritorious Civilian Service. This award recognizes exceptional performance of duty in support of the DIA mission, and is the highest monetary award that can be bestowed upon a DIA employee.

Photo by Staff Sgt. Jess T. Stubblefield, USAF

Ellen M. Ardrey, FE
Teresa R. Babb, DH
Saurabh Baveja, DS
Thomas J. Bednar, DH
Grace L. Berman, J2
Andrew T. Bewick, AE
Eric M. Blatt, DI
Darren S. Block, DI
Jennifer S. Bryson, DH
Gregory G. Burkart, FE
David S. Cameron, DA
Jennifer K. Carmichael, IG
Mitchell L. Catanzaro, DI
David S. Caulfield, OG
Lisa A. Cherego, DH
Augustine J. Ciabattoni Jr., DI
Kim M. Colabucci, DS
Joseph P. Convery, DX
Robert F.E. Cooney, DA
Eric L. Dahlstrom, DI
Christina A. Dance, DS
Irvin E. Daniel, DH
Randal K. Davis, DS
Dollie M. Davis, DH
John F. Deasy, DA
Thomas L. Donnelly, DT
Sherma K. Donovan-Beckford, FE
Lynne R. Dorsey, DI
Grady J. Edmundson, DA
Alfred A. Evans, DS
Salvatore M. Ferro, DX
G. Keith Finan III, DI
Stephanie L. Flannery, DA
Carol H. Ford, IG
Ronald L. Foster, IG
Jacob B. Gale, DA
Michael J. Gallardo, DI
Ronald D. Garst, MC
Cari L. Gast-Mulherin, DI
Martin J. Gorman, DI
Paul E. Goschy, DI
Christy L. Goudie, DS
Janice C. Gould, DX
Gary S. Greco, J2
Georgiana M. Green, DH
James E. Hale Jr., DS
Clara A. Harris, DS
Norval J. Hillmer Jr., DI
Elizabeth L. Hodges, DI
Drew T. Holliday, DH
Doreen A. Imlay, DI
Mary V. Kasmierski, FE
Deborah G. Keimig, DI
Matthew D. Kemp, DT
Robert W. Kitrinos, J2
Paul L. Lago, DI
Jennifer A. Lasley, DI
Anthony J. Litvinas, CE
William F. Lopez, FE
Mark G. Marshall, MC
Eric S. Matthews, J2
Pamela J. McCue, DI
Leigh A. McRight, DI
Wanda J. Mikovch, CE
Wanda Y. Miles, DH
Donald F. Miller Jr., DA
Brian E. Mowbray, J2
Filomena L. Myers, OG
Alexander S. Nisbet, DA
Randy L. Nored, DH
Hads P. Ogden, J2
Brian E. Overington, DI
Michael A. Plaisted, DH
Bruce R. Quigley, FE
James E. Richwine, DS
Dusty L. Ritter, DA
Prem E. Saggar, DS
Anne T. Schroeder, DH
Patricia J. Schweinsberg, DH
Maureen B. Shannon, DI
Christine Z. Sheehan, J2
David I. Silvers, CTO
Mark A. Smith, FE
Anita Y. Spain-Jones, FE
Bobby L. Speegle, IG
David E. Steele, IG
Larry J. Stewart, DI
Lourdes T. Talbot, DI
Schira D. Tate, DI
Caleb L. Temple, J2
Michael W. Thomas, DA
Jennifer L. Thompson, DH
Terri L. Vandell, DA
Christopher M. Wallace, J2
Mary L. Walsh, DT
Robert J. Ward, DH
Kristi M. Waschull, DA
Katherine E. Weaver, DA
Jerry C. Williams, J2
Christy L. Zalac, DI

Civilian Personnel Update

MILESTONES

Retirements, Anniversaries and Promotions in June 2004

By Employee Benefits & Services, DAH-4

Civilian Retirements

Anthony E. Bass, FE
Jesse Birkenstock, DT
Victor A. Brown, CTO
Thomas M. Collelo, J2
Donald W. Marshall, DH
Arline R. Moore, DI
Klaus A. Stoehr, DH

Employees Celebrating 35 Years Federal Service

Deborah J. Linesberry, DX
Albert G. Rauchut Jr., DT
Patricia R. Shepherd, DI

Employees Celebrating 30 Years Federal Service

Terrence D. Lekites, DI
Marvin E. Spychaj, DI

Employees Celebrating 25 Years Federal Service

Guy R. Arrigoni, DI
Nilda A. Figueroa, DI
Patrick R. Jordan, DI
Charlene M. Rogers, DH
Gale M. Smith, DH
Barbara J. Werre, DI

Employees Celebrating 20 Years Federal Service

Michael A. Halladay, DI
Veltina S. Lane, DS
Aubrey L. Lea, DI
Lorrie L. Luke, DI
Delores L. Matthews, DA
Tammy D. Mitchell, DI
Marc A. Mullin, DH
Brenda G. Ozi, DS
Dan L. Strode, DI
Sharon D. Wiley, DA
Debra E. Williams, DI

Employees Celebrating 15 Years Federal Service

Amy L. Boward, DI
Kim M. Colabucci, DS
Michelle F. Cook, DI
Randy L. Hack, DI
Mark F. Hines, DI
Paul L. Lago, DI
Martin H. Lindsey, DI
Cynthia D.L. Little, DS
Gwendolyn S. Miller, DS
Robert W. Nolen, J2

Employees Celebrating 10 Years Federal Service

Barry R. Billmann Jr., DI
Jan C. Chrypinski, DI
Gloria S. Evans, DI
Leroy M. Garza Sr., DA
James P. Gerhard, J2
Debra K. Gibson, DA
Suzanne M. Heigh, DT
Bobby R. Horne Sr., DA
Charmain O. Jackson, DH
Aleksandr L. Rotberg, DH
William S. Stewart, DT
Christopher M. Wallace, J2

DIA Promotions to GG-15

Marion S. Alley Jr., DI
Albert L. Bolden, J2
George M. Ferris, J2
David C. McAuley, DI
Russell J. Milhelm, DI
Linda D. Morrow, DH
Gregory F. Nero, J2

DIA Promotions to GG-14

Paul S. Bruce, FE
John T. Day, DI
William F. Desautels, DH
Robert A. Kaszoni, DH
Ralph L. Lankford, DH
Neal C. Law, DH
James E. Linder, DH
Julie A. Lund, DH
Brian F. Magana, DI
Lisa L. Morgan, DI
James A. Morrow Jr., DH
Wendell D. Newson, DH
John R. Nolting, DH
Randy L. Nored, DH
Lisa M. Stidham, DI

DIA Promotions to GG-13

Tonja W. Adams, DA
Ernesto L. Alcantar, DH
Charlene H. Bell-McKinley, DS
Lori W. Derfler, DH
Tenise A. Drayton, J2
Nannette P. Fischer, DH
Paul M. Flemming, DT
Eric K. Jackson, DA
Rosa S. Montgomery, J2
Kelly P. Omohundro, DA
Cheryl L. Ruiz, DA
Patricia J. Tillman, DI
Kathy L. Williams, J2
Teddy L. Yates, DI

DIA Promotions to GG-12

Darren S. Block, DI
Larry N. Cobey, DA
Towanda F. Coley, DH
Allison M. Conti, J2
Dollie M. Davis, DH
Ronald E. Dearstine Jr., DS
Scott E. Foor, DS
Thomas I. Fulton, DS
Christy L. Goudie, DS
Robert A. Hutzell, DS
David M. Jenn, DI
Richard D. Latimer, DS
William E. Livengood, DS

Holly L. Loving, DA
Hector M. Medina, DS
William C. Mooney, DS
Sowmya A. Natarajan, DI
John E. Payne, DA
James R. Persiani, DS
Jan C. Philippsen, DS
Michael D. Piet, J2
Mary C. Pleyo, DH
Dusty L. Ritter, DA
Pamela S. Robinson, AE
Wendell L. Rosemond, DS
Donna M. Saunders, OG
Michah L. Vote, J2
David D. Yakel, DS

DIA Promotions to GG-11

Sharon A. Anastasi, DI
Kim M. Colabucci, DS
Joseph W. Hicks, DA
David M. Jenn, DI
Matthew D. Kemp, DT
Anna M. Klimaszewska, J2
Bella L. Kushner-Fisher, J2
Georgina P. Pulido, J2
Michael A. Rahimian, DI
Stephen T. Senatore, J2
Schira D. Tate, J2
Awilda S. Velez Chambers, DI
Katherine E. Weaver, DA
Louise F. Young, DT
Christy L. Zalac, DI

DIA Promotions to GG-10

Mattie O. Brown, FE
BeLinda S. Campbell, DH
Joseph M. Capitello, DA
Alexandra E. Crawford-Batt, DT
Anjanette M. Daigle, J2
Jacob B. Gale, DA
Dyanna L. Hedgpath-Moore, FE
Alexander J. Jarz, DI
Terry N. McKoy, OG
William R. Miller, DH
Alma J. Pierce, DH
Margot I. Seldin, DT
Theodore H. Smith, J2
Codi C. Stenson, J2
Anya M. Steward, OG
Christine E. Taylor, AE
Mark T. Taylor, DA
James G. Willard II, DA
Sevinc M. Yilmaz, DI

DIA Promotions to GG-09

Margaret M. Artis, FE
Jason H. Atkins, DI
Alexandria P. Beal, DI
Stephanie R. Cervantes, DI
Lenoria F. Johnson, FE
Candace D. Matthews, DI
Delores L. Matthews, DI
Leigh A. McRight, DI
Nancy P. Megas, FE
Jamia B. Paylor, DH
Sylvia A. Petree, DI
Bertha L. Proctor, FE
Steven T. Proksch, DI
Kara L. Spriggle, J2
Julie A. Stiffler, DI
Dawn M. Timmer, DH
Wayne M. Washington, FE
Jean H. Weaver, FE

DIA Promotions to GG-08

Joshua T. Builta, J2
Maria-Elizabeth T. Drechen, DA
John M. Horton, J2
Paige M. Prigel, J2

DIA Promotions to GG-05

Darryl K. Stevens, DA

DIA Promotions to GG-04

Jordana C. Girten, DA

DIA Promotions to GG-03

Casey A. Cashdollar, DA
Jason M. Pederson, DI
Kimberly R. Ventresca, DA

DIA Welcomes New Hires

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in June 2004

By Office for Human Resources, DAH

Civilian Hires

James J. Abare, DH
Selena A. Adams, DS
Karen E. Albert, DT
Michael G. Albertson, DI
Edith E. Alexander, CTO
Daniel J. Amato, DI
Polly J. Anderson, J2
Christopher M. Armao, DI
Valeria B. Armstrong, DA
Shannon M. Arthur, DI
Robert S. Barocas, DI
Jason S. Bauer, DI
Eugene M. Belousof, AE
John W. Blue, DH
Julien D. Bowers, DI
Scott M. Brittain, DI
Michael A. Brotherton, DA
Victor G. Bucher, AE
Thomas M. Carpenter, DT
Michael S. Celentano, AE
Ho-Yan Chan, DI
Samuel J. Claybon, AE
Charles A. Colletti, J2
Fred L. Cox, DA
Kathi G. Cradduck, DA
Zona M. Craig, J2
Amy D. Creech, DI
Alfredo Crespo, IG
Sonya R. Currey, AE
Mamice D. Davenport, DX
Ebony S. Dixon, DI
Michael S. Donovan, J2
Joann D. Dullahan, J2
Clarissa D. DuPree, DI
Paul G. Edwards, DT
Dana E. Ferrell, J2
Lauren P. Fletcher, DI
Jacob W. Flewelling, FE
Michael Forson, DI
Marlene A. Fuller, DI
Karin B. Gleisner, DI
Adam A. Goldberg, J2
Lori A. Goldsmith, FE
Mary T. Goodwin, FE
Abigail R. Hackman, DI
Yasmin Hakim, DI
Perry E. Harding, FE
Elizabeth T. Hebert, DI
John W. Hedlund, DS
Hector A. Hermosilla Jr., DS
Rebecca A. Hinckley, DI
Daniel K. Hooper, J2
Melissa L. Hurter, J2
Dae U. Hwang, DI
Ellen A. Jacobson, DI
JaRay L. Jasper, DS
Angelia L. Johnston, DI
Joshua A. Kamerman, DI
Erin A. Kane, DI
Hani Khouri, AE
Katherine A. Kingsland, DI
John B. Knox, AE
Daniel E. Kolk, DI
Patricia L. Larsen, DA
Adrienne R. Lauzon, DI
Magdalene J. Leyva, DT
Craig C. Lipman, DI
Mark R. Lyons, DA
Malcolm J. MacCallum, DT
John P. Mata, DA
James P. Mault, IG
Eddie C. McCormick, IG
Lloyd M. McCoy Jr., DI
Jennifer A. McDonald, DI
William L. McGill, DI
Terrie L. McKercher, DH
Catherine T. McMahon, DS
Roseanne W. McManus, J2
Scott M. Meadows, DT
Francois Meaux, DH
Christopher H. Mehl, DI
Sandra L. Merrill, DI
Donna M. Miller, DA
Charles G. Murphy, DI
Sanjay Y. Murty, DI
Dale E. Olson, DH
Flowarin Patanakul, DI
Andrew J. Peterson, DI
Sharon H. Philbrook, DH
Jay L. Phipps, DH
Swati P. Raval, DS
David B. Reisinger, DA
Girma T. Retta, AE
Rolando L. Rivera-Maldonado, DI
Ricardo Rodriguez, J2
April L. Runkle, DI
Michael D. Saltsman, DH
Phouthakone Sayasithsena, DS
Joy E. Schmidt, DI
Gustenia B. Scott, DS
Jessaka M. Scott, DA
John J. Shea, DH
Amy M. Sherman, J2
Melissa K. Shoemaker, DI
Jennifer L. Shupe, J2
Richard J. Shuster, DA
Brian J. Silinski, DI
Anthony L. Simpson, DA
Terri H. Singleton, DH
Marshal K. Skinner, DA
Richard E. St. John, DA
Deborah M. Stipp, DA
Kimberly E. Stokes, DI
Gregory B. Stoneberg, DI
Drenda R. Straszewski, DA
Dana H. Thomas, DS
Robert D. Van Hooser, DI
Emily G. Vasquez, DS
Valerie M. Vick, DI
Casie E. Vinall, DI
Spencer Way Jr., OG
Steven T. Weatherly, DI
Cynthia E. Weaver, DH
Marlene E. Weaver, DH
Steven R. Weller, DA
Aaron G. Wessells, DI
Nathan E. Wilson Jr., DT
Barbara S. Witzig, DA
Saru Yaghi, AE

Active Duty Military Inbounds

Army

SFC Clifford A. Atkinson, DS
SFC Sheldon W. Chandler, DA
MAJ Darrell W. Chinn, DH
SSG Dale E. Clarke, DH
SFC Marcy M. Cornfield, DH
MAJ Michael N. Davis, DA
MAJ Mark A. Faber, DH
MAJ Antonio McKoy, DH

LTC John H. McPhaul, J2
MAJ Margaret S. Neidert, DI
SSG Paul M. Olsen, DH
SSG Jose I. Osorio, DI
SFC Michael W. Pearson, DH
MAJ Michael Perez, DS
SSG Carla Williamson, DA

Air Force

TSgt William R. Adkins, DS
Maj Dana G. Allen, DI
Capt Joseph A. Barry, J2
Maj Kurt A. Beistad, J2
Lt Col Joseph P. Breen, DH
Maj Dale S. Bruner, J2
Maj Daniel P. Cammack, DS
MSgt Carlos M. Chaves, DH
Col Thomas W. Cochran, DH
MSgt George L. Dreier, DA
SSgt Aaron L. Edgington, DH
CMSgt Christopher L. Forcum, DH
TSgt Mary D. Gibson, DH
SMSgt Lonza D. Jenkins, DH
Maj Eric C. Johnson, DH
Col Lynda G. Kenyon, DI
Col Thomas J. Kopf, DH
Maj Richard P. MacKeen, DH
SrA Rory R. McDonald, DA
Col Michael J. Muolo, DH
1st Lt Steven R. Obannan, DS
Maj Chester G. Oehme, DI
Maj Sean P. Oswalt, DI
Col Steven R. Otto, DH
Lt Col Michael D. Phillips, DT
Lt Col Jeffrey K. Price, DX
MSgt Juan Ramirez, DH
MSgt Michael R. Rittley, DH
Lt Col Eugene A. Rohl, DT
CMSgt Shawn T. Smith, DH
Col Lloyd M. Somers, DX
MSgt Robert M. St. John, DH
SSgt Jera T. Stubblefield, DA
Col Robert T. Veale, DH
Maj Michael C. Veneri, J2
Col James F. Whidden II, J2
Maj Joseph C. Willoughby, DH
Capt Robert M. Young, DA

Summer Interns

Alison Architect, DA
Leslie J. Balis, DI
Frank P. Bartos, DX
Andrea Bartuski, J2
Amanda Bates, FE
William B. Berkley, DA
Mark S. Binfield, DI
Lauren A. Borgen, DI
Christopher P. Bravo, DT
William Chambers, DS
Anthony L. Comell, DI
Jasmine C. Davenport, DT
Royal A. Elmore, DI
Ian C. Fette, DS
Daniel B. Fingal, DS
Tatyana Fisher, FE
Elizabeth Fulkerson, DT
Joseph S. Fulmore Jr., DT
Barry A. Goldblum, DS
Samuel E. Gonite, IG
Manuel J. Gotay, DA
Zachary A. Heaton, DI
Douglas C. Houghton, DS
Rajan Joshi, DT
James Klapps, DI
Lenzy V. Krehbiel, MD
Jason Larson, DS
Wen-Hao Lu, FE
Jervon McBride, J2
Dominic P. McIntyre, FE
Emily H. Morales, FE
Elizabeth A. Murakami, DI
Colin O'Sullivan, DA
Joshua D. Parker, DA
Nicholas Reddig, DS
Ravi Satkalmi, J2
Frank Sepulveda, DT
Christopher K. Serrano, DA
Sunita H. Shah, J2
Nicole R. Silva, DA
Jay E. Spaulding, DS
Laura M. Taggart, DS
Cal F. Waits, DA
Zachary A. Wilks, DA
James T. Wood, DS
Kate S. Worley, DX
Michael Yerushalmi, DI
Jessica Y. Yu, FE

MASINT Day for the Civil Applications Committee

CAC Looks at the Current State of MASINT and its Long-Term Potential

By Peter W. DeForth, DT

MEASUREMENT AND TECHNICAL COLLECTION
DEFENSE INTELLIGENCE AGENCY
MASINT
Measurement & Signature Intelligence

DIA's Directorate for MASINT and Technical Collection held a measurement and signature intelligence (MASINT) day for the Civil Applications Committee (CAC) on May 5, to provide members and other representatives of federal civil government agencies a comprehensive look at both the current state of MASINT, along with its long-term potential.

The mission of the CAC of classified overhead remotely sensed data is to facilitate the appropriate civil uses of overhead remote technology and data collected by classified military and intelligence overhead systems, especially when agencies need information that is not available through any other means. The CAC provides its member agencies access to classified imagery data to support their missions, and in 2000, the Director of Central Intelligence expanded its charter to include access to certain other forms of intelligence data, including MASINT.

CAC member agencies include the U.S. Geological Survey, Bureau of Land Management, National Park Service, Department of Agriculture, National Oceanic and Atmospheric Administration, Department of Transportation, U.S. Coast Guard, Health and Human Services, Environmental Protection Agency, Federal Emergency Management Agency, National Aeronautics and Space Administration, the National Science Foundation and the U.S. Army Corps of Engineers.

These agencies have used classified data to derive basic information for such civil applications as mapping, disaster assessments, monitoring environmental changes, supporting scientific research activities relative to improving our knowledge of the earth's environment and deriving other information needed to support national policies and objectives.

MASINT day at the CAC included a full day of briefings on MASINT. Christy Stephens, DT, and Bruce Leiman, National Geospatial-Intelligence Agency (NGA), began the session with an integrated overview of MASINT activities, responsibilities and applications, including training opportunities offered through their respective agencies. Jim Walsh, DT, and Pam Serafino, NGA, summarized the processes and procedures for submitting requirements. Ron Fleming, DT, described the progress in standing up the National Signatures Program.

Representatives of the major MASINT subdisciplines briefed attendees on capabilities that were of interest to federal civil users:

- Scott Levinson, of the National Reconnaissance Office (NRO), summarized the history of NRO systems that collect MASINT, as well as anticipated future capabilities.
- Bill Neuman, of Lawrence Livermore National Lab, discussed state-of-the-art Department of Energy, Office of Intelligence (DOE) research to support detection of proliferation activities.
- Pam Serafino, NGA, described advanced techniques used to extract MASINT data from various types of imagery for a variety of intelligence applications.
- Dr. George Rothe, U.S. Air Force, presented a high level tutorial to the CAC on the fundamentals of geophysics and provided some examples of MASINT applications that might be of interest to the civil agencies.
- Bill Metzler, U.S. Air Force, gave an overview of Air Force efforts to provide information related to compliance with nuclear, biological and chemical treaties.

These sessions were very well attended and well received by all present. Energetic discussions ensued both during and after these briefings. MASINT day clearly contributed to a better understanding of the existing MASINT capabilities and the great potential for future interaction in this arena.

The DIA Chapter of Blacks In Government

BIG Members Organize Around Work Place and Community Issues

By Jerry E. Jackson, DS

Why Blacks In Government (BIG)?

This is the first question many people ask, and to me, the answer is why *not* BIG! BIG is a national response for the needs of all government employees – regardless of their race, religion, gender or military affiliation – to organize around and confront work place and community issues of mutual concern.

Why should I join BIG?

This is the second most frequently asked question, but one that only you can answer. BIG is for people who believe in the possibility of change and who are willing to work for it. Everyone is welcome to join, and members are encouraged to take advantage of the organization's many benefits and opportunities, such as: counseling and representation, community service, networking, advocacy, personal and professional career development and job opportunities.

As government employees, we are all called upon to provide the highest quality of public service. As members of BIG, we challenge one another to exercise leadership and civic responsibility. BIG also promotes pride and motivation in all its members to achieve their full potential and recognizes excellence in job performance.

BIG was organized in 1975 by African-American federal employees within the Department of Health, Education and Welfare, located in Rockville, Md. Soon after the establishment of BIG, it became obvious that work place issues identified in Rockville occurred government-wide. Consequently, BIG was incorporated as a national organization in 1976, comprised of government employees at the federal, state and local levels. BIG is divided into eleven geographical regions across the United States, with Region XI—comprising the Washington, D.C. metropolitan area—serving as the largest.

Members of DIA's chapter of Blacks In Government pause for a group photo after a BIG meeting.

In 1990, a small group of DIA employees recognized the need and the potential impact of a BIG chapter within the agency. The founding members drafted a set of bylaws that were approved and presented to the chapter president at the 12th annual National Training Conference in August 1990.

One of the first major accomplishments of the DIA chapter resulted from a meeting with former DIA Director, retired Lt. Gen. James R. Clapper, which focused on work place issues encountered by agency minorities. Members provided Clapper with a comprehensive set of recommendations for resolving the major issues. From these concerns, a series of events occurred: reconstruction of the agency's Diversity Management and Equal Opportunity office, and the hiring of the first African-American male to the Senior Executive Service rank to assume leadership of that office. In addition, the DIA chapter of BIG received its charter from the agency, recognizing it as a special emphasis group and granted the chapter the rights and privileges to hold meetings, use equipment and conduct functions within DIA facilities.

DIA's chapter has provided a return on investment to the agency by sponsoring many workshops and seminars at its monthly meetings focusing on career and professional development.

In addition to the chapter's advocacy and professional development functions, BIG has been involved in agency and local community activities. It has sponsored a yoga and fitness workshop for agency employees to learn about nutrition and alternative exercises to help relieve stress at work. The chapter has donated gifts and provided a holiday meal for the battered women of Covenant House, located in Washington, D.C. BIG has also donated funds to help a chapter member's child participate in the student ambassador program, "People To People," which allowed the child to enhance her international understanding through humanitarian and cultural efforts with people of different countries.

Each year the chapter has hosted a variety of formal and informal meetings with command element leadership and directorate heads. This year has been no different. On March 17 the chapter met with DIA Director Vice Adm. L.E. Jacoby in a very productive and beneficial meeting. During the meeting, topics such as new employee orientation, hiring and employee retention were discussed. Additionally, discussions were held on how the chapter, through its five standing committees – (Plans & Programs, Membership, Legislative & Policy, Public Relations and Community Outreach), and the topics that will be discussed at the 2004 BIG National Training Conference – all tied to the DIA Strategic Plan. BIG is dedicated to supporting the strategic plan and the mission of DIA. The director indicated that he fully supports the DIA chapter of BIG and the things it is doing for the agency and its members.

The DIA chapter of BIG is a testimony to the constructive impact of how a special emphasis group's presence can make a difference for a positive cultural adjustment. For further information about the national program, BIG, please visit www.bignet.org.

The 26th annual National Training Conference will be held August 16 – August 20, at the Marriott Wardman Park Hotel in Washington, D.C. This year's conference theme, "Promoting Knowledge, Growth and Flexibility in a Global Government," will highlight several events. Each day involves a full schedule of training sessions, with August 18 serving as an intelligence community forum with keynote speakers, agency dialogue and closing remarks from key senior leaders within the IC. More information about the conference is available at the national website, and registration should be coordinated through your respective directorate.

Thank you for thinking BIG!

Public Service Recognition Week 2004

PSRW Educates the Public About DIA and its Many Complex Missions

By Cyril V. May, DX

As part of this year's National Public Service Recognition Week (PSRW), DIA and a host of other federal, state and local government agencies were on display for four days in May on the National Mall. While it is estimated that more than 100,000 visitors passed through the DIA exhibit from May 6-9, with many stopping to examine the displays and talk with DIA volunteers, it was almost impossible to imagine the amount of preparation and work that goes into a smoothly run and effective event.

DIA last participated in this annual event in 2002. Due to the agency's heavy involvement in the Second Iraq War, supporting the warfighter was the agency's first order of business and the 2003 PSRW event, although important, did not involve DIA.

Once DIA Director Vice Adm. L.E. Jacoby approved participation in this year's event, Kenneth Gerhart of DIA's Office for Public Affairs quickly assembled the planning committee comprising representatives from each directorate and special staff office. This identification of representatives from every element of DIA – combining energy, experience and commitment to the goals of the PSRW – proved to be the basis of success for DIA's 2004 exhibit.

A visitor reviews the exhibit panels that showed significant events throughout DIA's history.

PSRW is established by Presidential Proclamation and coordinated jointly by the Interagency Council on Administrative Management and the Public Employees Roundtable, a non-profit, non-partisan service organization. Celebrated in May since 1985, PSRW honors the men and women who serve America as federal, state and local government employees. It provides an opportunity for public employees to meet and talk with citizens about the many ways the various agencies serve the public and work in their interest.

A foundation in the planning and execution of DIA's PSRW campaign is the permanent exhibit maintained at Capitol Exhibits in Manassas, Va. The quality and attractiveness of the DIA exhibit has been a key factor in the successful presentation of the DIA missions, and contributes to the assignment of a prime location within the DoD tent.

One of the first tasks of the planning committee was to assess the currency and focus of the exhibit graphics depicting DIA's roles and missions. Having collectively agreed that the display could benefit from some updates, directorate representatives set out to collect new photos and produce

Technical Collection

More than 100 volunteers from all components of the agency manned DIA's exhibit on the National Mall.

graphics that would accurately show how DIA contributes to the success in the Global War on Terrorism, and operations in Afghanistan and Iraq. Acting as the central clearing house for production of these graphics, the Production Services Division expertly assembled the electronic files from Capitol Exhibits, or produced the graphic panels themselves.

The central kiosk of the exhibit displayed the history panels showing significant events in each decade of DIA history. DIA historian Deane Allen worked long hours searching for the right images that depict DIA's rich 43-year history. He also saw his DIA calendar become the hit for public visitors as several thousand of his intelligence-related "history lessons" were eagerly carried away.

A concrete example of the dynamic energy the planning committee brought to the DIA exhibit was the JMICS (JWICS Mobile Integrated Communication System) a mobile Joint Worldwide Intelligence Communication System (JWICS) suite of hardware and software deployed on a High Mobility Multi-Purpose Vehicle, also known as a HMMVE. Capt. Cenia Miller and ITC Dale Eastwood of J2 suggested the use of JMICS and supervised the integration of this eye-catching addition to the DIA exhibit. During the four-day event, they stood by to answer questions to the public.

The 2004 PSRW Planning Committee

Deane Allen
Lt. Col. Michael Birmingham
Donald Black
Don DeVries
ITC Dale Eastwood
Andrea Flowers
YN1 Dolores Garcia
Kenneth Gerhart
Larry Gould
Bill Lopez
Cyril May
Sam Mershon
Capt. Cenia Miller
Sallie Mullen
Dorotea Oakley
Laura Sifuentes
Sylvia Smith
Elaine Starr

An important part of the PSRW team effort was the need to present a face of DIA during the exhibit period. With the planning committee tasked with recruiting and training volunteers, the goal was to involve as many of the newer DIA employees as possible. This was achieved by members of the committee who spent hours on the exhibit floor bolstering this important new element of the DIA family, as thousands of visitors were introduced to one of the country's first-line intelligence agencies. Dozens of long-time DIA employees also found time to volunteer for the exhibit and push the overall number of volunteers over the record 100 mark.

Career Opportunities
igence Age

J2 volunteers answer questions about the JMICS, a mobile JWICS suite of hardware and software deployed on a HMMVE.

In a basic sense, PSRW serves to educate the public about DIA and its many complex missions while also providing an opportunity for agency employees to expand their knowledge of their agency. Looking ahead to 2005, DIA employees are encouraged to gain this knowledge while working on the planning committee, serving as volunteers during the exhibit period or enjoying the exhibit as an informed visitor.

Genuine Collection: The Employee Skills Mix in DT

Varied Skill Sets in DT Bring Expertise that Contributes to the Success of the Whole

By Laura L. Sifuentes, DT

Think you have what it takes to work in the Directorate for MASINT and Technical Collection (DT)? You probably do!

Contrary to popular belief that you must be a "techie" to work in DT, not all who work here are scientists, physicists or engineers. Many are skilled in other fields such as international affairs, business administration, political science and marketing communications, to name a few.

> **Collection:**
> **A group of objects or works kept together, especially to be viewed or studied.**
> *- Webster's II New College Dictionary*

With the creation of DT in March 2003, which merged the Central MASINT Organization with the Defense Collection Group, it appeared as if all of the DIA techies fused together into one happy family. Although there's some truth in that, the merger created a "collection" of persons with various skills and backgrounds, which to this day provides a great opportunity for employees who want to broaden their horizons within DIA.

For example, Nicholas Ferraro, a physicist working in the Technical Analysis and Development Division, stated, "A non-technical background can be very valuable to DT…[other skills] help ensure that the technologies developed by DT are usable in an operational environment."

To determine the implications of DT's diverse skills mix, DT conducted a survey of about 50 employees. With an average of two years experience in DIA, the sampled group is a young and fresh assortment of civilians and former military employees who bring different skill sets to the directorate from both the private and public sector.

Although many of the staff were hired due to their technical backgrounds, it is interesting to note that most agreed that the ability to apply their communications skills on the job is one of the most important assets they utilize frequently.

A forensic scientist states, "I think my communications skills have been invaluable," and one of our physicists, concurs when she says that "communication skills are arguably the most useful skill set that I've applied to my job."

A technical background is not the sole predictor of success on the job. Having the "ability to learn and understand the scientific/technical concepts and to clearly convey [them]," says one of our intelligence officers, as well as a general understanding of MASINT, can lead to excellent opportunities within DT.

However, in some positions, having a technical background is a requirement. Dwight Williams, chief of the nuclear and geophysical team, says that within his group, "My team and I rely heavily upon [a] technical background." He elaborates by saying that because DT is such a new organization, "certain roles and responsibilities are still being defined" and "we have more opportunities for success than other organizations."

The DIA Strategic Plan emphasizes "a skilled and diverse workforce," and DT is following this mandate by recruiting employees who fall outside the traditional technical realm. For example, recent hires include a marketing and communications specialist and an international studies major whom the directorate views as being complementary to the existing skills pool.

The sampled group was also asked what skills they wish they had focused on earlier in their career/education. Interestingly, the techies responded with topics such

as political science, government, history and foreign languages, and conversely, the non-techies stressed studying scientific courses, such as chemistry and physics, which would better aid them in their understanding of MASINT and intelligence collection.

So what is the lesson here? That each of us brings a small part that contributes to the whole and yet there is still the opportunity to learn and apply our strengths to the directorate's mission.

The group was also surveyed about additional skills they would like to see added to the DT mix. Their responses ranged from more engineers who understand the infrastructure needed to support a device in the field; to acquisition; to a mix of backgrounds ranging from the private sector, academia and operational forces; and finally to employees from all walks of life, cultures and traditions. So if any of you readers fit these profiles, then by all means consider becoming part of the DT team!

Still not convinced, you say? Then listen to advice given by our group that they would like you to know about working in DT:

"Do not be intimidated by the perceived technical nature of MASINT. There is as much of a need for individuals without a scientific background as there is for those with such expertise. In either case, there is more than enough developing and happening to provide an engaging work environment."

"Find what makes you happy and don't let anyone convince you to do something that doesn't."

"Hang on! You will not be lacking interesting work!"

"Be ready for a wonderful and challenging job here. Take every opportunity to increase your MASINT and general intelligence collection knowledge."

"Creativity and an openness to new ideas is very important."

"I would encourage anyone who is interested in applying to do so. For those who recently joined DT, they can really benefit from taking the time to learn about MASINT – even if they are non-technical. Also, be willing to ask for help when you need it, and be willing to help when asked. When we work as a team, it is much easier for everyone to succeed."

"Get out from behind your desk! Go to working groups and interagency meetings, go to conferences, go to training courses; learn about the intelligence community and meet people. The intelligence community runs on personal interactions and you will be surprised at how successful you can be at whatever you do if you get up, go to other people and say in a friendly way, 'Hello, can we work together?'"

"We need [people] ready to step up to the plate for new challenges in the future."

Now that you have a glimpse of what DT is about, we hope you are open to considering collection management/analysis as a career choice within DIA. There are no boundaries or limitations as to what you can achieve here. All it takes is a desire to learn, a strong initiative and a bit of creativity. You will most likely bring something to the DT table that we have been searching for all along.

DIA Leadership Series — Geeks and Geezers

This Leadership Panel Facilitated Communication Between Generations

By Jennifer R. Shoda, MD

The Diversity Management and Equal Opportunity Office (MD) kicked off its 2004-2005 Leadership Series in the Tighe Auditorium on June 8. The first program in the series was a panel discussion comprised of five DIA personnel.

The program was affectionately titled "Geeks and Geezers," after a book of the same name by Warren Bennis and Robert Thomas. The program helped to facilitate communication between generations by creating an understanding of the unique leadership perspectives of both groups.

MD's Geeks and Geezers panel was designed to examine the characteristics and strategies of effective federal leaders of two distinct generations: "geezers" who are successful leaders because they have progressed to top leadership positions in the agency (i.e., those in Defense Intelligence Senior Executive Service or Defense Intelligence Senior Level positions), and "geeks" who have demonstrated extraordinary leadership skills in their short time with DIA. The panel was comprised of two geezers: A. Denis Clift and Dr. David Osias; and three geeks: Grace Berman, Shameera Dean and Tim Rider.

Dr. David Osias (right) discusses empowering traits he learned from an effective leader he encountered early in his career, as A. Denis Clift listens in.

8 June 2004 Tighe Auditorium

Panel participants in the first Leadership Series, "Geeks and Geezers," held on June 8, are pictured (L-R): Tim Rider, Grace Berman, Shameera Dean, A. Denis Clift and Dr. David Osias.

Both the geeks and geezers offered insightful views for seasoned leaders and for those aspiring to leadership positions. The panel participants shared opinions on important leadership traits, the challenges for future DIA leaders and advice for staff who are new to the federal workplace. One of the recurring themes was the importance of effective communication skills. Panelists advised the audience to get to know people, empower them, hold them accountable and listen to their ideas.

MD has several more events scheduled for the 2004-2005 Leadership Series. The next program, "Women in Leadership, Part I," is planned for fall 2004. Barbara Duckworth, who leads DIA's Directorate for External Relations, is the scheduled speaker.

To learn more about the Office of Diversity Management and Equal Opportunity, see the April 2004 Communiqué interview with DIA's Chief of MD, Armando E. Rodriguez, at http://www.dia.ic.gov/admin/communique/04_2004/features1.htm)

A Rich Partnership with Hoffman Boston

The Relationship with an Adopted School Yields Personal Rewards for Employees

By Teresita G. Smith, DT

Hoffman Boston Elementary School is the agency's second adopted school. Located in Arlington, Va., the historical school has a diverse student population with an array of cultures, beliefs and traditions.

Bob Hymel started the adoption process with this school on behalf of DIA employees from Clarendon, Pentagon and Crystal City who, like their co-workers at the DIAC, wanted the opportunity to give back to the community. Hymel died as a result of the Sept. 11, 2001, attack on the Pentagon.

The first adopt-a-school program event for Hoffman Boston Elementary kicked off in February with the African-American Program Council's heritage month program. The theme was Brown vs. The Board of Education, the 1954 landmark U.S. Supreme Court decision to desegregate public schools, and the affects this decision had on other racial groups.

The annual Read Across America program was the next event at Hoffman Boston. Held in March, representatives from the Diversity Management office, Blacks In Government (BIG), and the special emphasis program councils read books to students from kindergarten through sixth grade.

Agency volunteers then helped prepare the school garden in April so students could plant vegetables and flowers. The Asian-American and Pacific Islanders Council (APAC), along with BIG, donated much-needed mulch to complete the project.

The garden is located outside the students' school window which allows them to watch their plants grow. Pepperidge Farm Food Products donated bread, bagels and other goodies for the hard-working volunteers. Due to the over abundance of these donated goods, extra food was then shared with the community home owners.

Most recently, APAC ended its heritage month in May with the students of Hoffman Boston by spending an hour with the students and teachers in a wide range of projects: reading, tie-dying, library assistance and reviewing/grading class papers.

The Hispanic Employment Program Council (HEPC) is also involved in assisting Hoffman Boston Elementary. Cynthia Riquelme recently presented the school library with books donated by council members, and HEPC members have been active in all the activities indicated above.

Giving back to our community is fulfilling, but informing young minds about DIA and exemplifying the caring nature of its employees is a challenge with a potentially big reward: a future DIA employee!

DIA volunteers: Lawrence Amoaha, Crystal Byers, Beverly Chang, Jerry Jackson, Gayle Griffin, Tyrone Harris, Karin Lum, Kris Magalski, Gordon Miller Antonio Lopez, Dave Oh, Ellaine Pavico, Kimberly Pellechi, Robert Roman, Allan St. George, Che Russell, Christian Sanchez, James Sewell, Teresita Smith, Sharon Spoon, Susan Sternad-Basel, Bill West and Luke Zheng.

Members from Asian/ Pacific Islander Council, Hispanic Council, Blacks in Government and the Diversity Management office pitched in to support their community.

It's All About the Children

MSIC Employees are Recognized as Volunteers of the Year

By Brenda F. Wood, DI

On a beautiful spring day in Alabama, I swelled with pride as accolades were recounted of employees at DIA's Missile and Space Intelligence Center (MSIC), for their support to the children and community of Huntsville, Ala. An electronics engineer was nominated and recognized in the individual category, and MSIC was nominated in the group category, as volunteers of the year for their long-standing partnership with the West Huntsville Elementary School (WHES).

More than 350 volunteer center members, agency representatives and nominees for volunteer of the year attended the Partners in Charity luncheon and awards ceremony at Huntsville's Von Braun Civic Center April 15. This annual event is co-sponsored by The Huntsville Times and the Volunteer Center of Madison County to recognize the enormous contributions of volunteers in the community.

Darren Newberry, with MSIC's Applications Software Division, was nominated in the individual volunteer category for his outstanding contributions to WHES. Newberry has mentored a child called John, as he progressed from the first through fifth grades. Barbara Johnson, principal of WHES, observed Newberry's impact on John where he now comes to school prepared to learn and is more confident in attempting challenging work. She praised Newberry for his faithfulness to the mentor relationship, noting that he continued mentoring John after Sept. 11, 2001, when getting on and off the military base meant enduring long lines at the gate.

Johnson said, "It is very insightful to see a young student looking up to someone other than an athlete or musician as a role model. Here is a common man extending his hand to a little guy who was in great need of academic assistance."

Rebecca Horkman, program manager for the partnership-in-education, accepted a certificate of recognition on behalf of the 22 MSIC mentors who contribute their valuable time toward shaping our children of tomorrow.

MSIC Director Clyde Walker commented, "MSIC employees not only put their time into supporting WHES, but also their hearts. It warms my heart to see and hear about the positive effects their efforts are having on the lives of these young children."

Photo by Lisa [illegible]

Darren Newberry is recognized as volunteer of the year in the individual category, during the Partners in Charity luncheon and awards ceremony at Huntsville's Von Braun Civic Center.

Also attending the luncheon was Ferne Leonard, a retired MSIC employee who still devotes her time and energy to the children at WHES.

The partnership-in-education with WHES began in 1995, and has remained strong throughout the years. MSIC employees mentor children for two hours each week to improve scholastic achievement, and to serve as a forum for broadening the horizons of the children who mostly live in public housing projects and area shelters. MSIC has provided mentors for math teams, Hispanic speaking students, career day, field day, Read Across America Week and provided judges for social studies and science fairs. In the past, employees have acquired disks and tests for books required for the Standardized Test for Assessment of Reading for WHES's library and have assisted financially with the accelerated math program.

MSIC employees have donated school supplies at the beginning of the school year and have provided snacks, drinks and prizes to help motivate the students to achieve excellence on their annual Standard Achievement Tests. Many mentors have formed relationships with the children and their families and have provided clothes, shoes, toys and food from their personal re-

sources during the holidays. Several mentors frequently involve WHES children in activities with their own children. Although 95 percent of the students enrolled at WHES qualify for free breakfast and lunch, this school is the "richest" in Madison County in caring partners.

During MSIC's fruitful partnership with WHES, several other employees were recognized for their devotion to the children and faculty at the school. Employees previously nominated for volunteer of the year include Alice Thompson (2003), Larry Davis and Jim Hollingsworth (2002), and Cricket Rutledge (2001). These employees have made valuable contributions to the education and development of children whose lives they touched.

As I looked around the Von Braun's North Hall and thought of all the time and energy that MSIC employees contributed toward the growth and education of the community's children, I recognized two retired MSIC employees: Richard (Dick) and Karen Maroon. Dick was recognized for spending countless hours each year handcrafting wooden toys such as trains, cars, airplanes and rocking horses, that he donates to more than 300 needy children through the Department of Human Resources. His wife, Karen, supplies dolls, stuffed animals and toys for the wooden cradles and chairs that Dick so painstakingly creates. For many years, the couple performed this act of sharing as active employees, and they have continued their efforts after retiring.

Photo by Lisa Newberry

Active and retired MSIC volunteers who attended the Partners in Charity luncheon and awards ceremony at Huntsville's Von Braun Civic Center on April 15 are: 1st row (L-R) Angela Morton; Ferne Leonard (retired); Rebecca Horkman; Beatrice Coleman; Barbara Johnson, WHES principal; 2nd row (L-R) Larry Davis; Maj. Alonzo McGhee; Brenda Wood; and Derrick Brooks, DAH-2

As the long list of the winners' accomplishments was presented to the attendees, I was completely overwhelmed by the sheer number of hours that all MSIC employees, both retired and active, give freely to serve the children and the community of Huntsville. Their contributions are significant to the lives of the real winners—the children!

Photo by Buster Walker

Some of MSIC's mentors, pictured left to right, are: Carolyn Manders; Sheila Slaughter; Deanie Bucy; Rebecca Horkman; Clyde Walker, MSIC director; Darren Newberry; Brenda Wood; Beatrice Coleman; and Angela Morton.

SPECIAL

GITS Instructor of the Year Selected

DoD Instructor is Recognized for Educational Innovation, Motivation and Leadership

By Maj. Wally L. Stromwall, USAF, CTO

Staff Sgt. Jason R. Vaughn, United States Air Force, was recognized on May 14 as the Department of Defense (DoD) General Intelligence Training System (GITS) Instructor of the Year for calendar year 2003. Vaughn is assigned to the 315th Training Squadron, 17th Training Group, Goodfellow Air Force Base, Texas.

DIA Director Vice Adm. L.E. Jacoby presented Vaughn a DIA Certificate of Achievement and a personalized plaque for his accomplishment at an award ceremony luncheon at the Bolling Air Force Base Officers' Club. In his comments, Jacoby highlighted the critical role that trainers play in establishing the foundation for future success of analysts and collectors. The director singled out Vaughn's efforts that resulted in 1,500 hours of instruction to 20 intelligence officer classes, enabling more than 400 new intelligence officers ready to support combat operations.

The 2003 instructor of the year competition was very competitive. A panel of four senior military officers representing their respective service intelligence staffs and a DIA senior civilian analyst reviewed nomination packages submitted from training organizations across the GITS. The panel members independently scored each candidate packet on professionalism, educational innovation, motivation and leadership. Based on the highest score, that candidate was selected as the instructor of the year.

The Instructor of the Year award was introduced by the GITS in 1989 to recognize the outstanding service and dedication of DoD intelligence instructors. The GITS community is made up of representatives of the military services and their intelligence schools, the training facilities of the combatant commands, National Geospatial-Intelligence Agency's National Imagery and Mapping College and DIA's Joint Military Intelligence Training Center. GITS members collectively work to ensure general intelligence training excellence throughout the DoD.

Maj. William E. Habeeb, Operations Officer, 315th Training Squadron, 17th Training Group, accepted the unit plaque for organizational display as the instructor of the year sponsor. The unit plaque is passed each year between commands sponsoring the best instructor. The unit plaque will be displayed at Goodfellow until next year's competition.

Staff Sgt. Jason R. Vaughn, USAF, accepts the 2003 Instructor of the Year plaque from DIA Director Vice Adm. L.E. Jacoby, USN.

Our Children of Today — Our Leaders of Tomorrow

FWPC Sponsored the Annual Take Our Daughters and Sons to Work Day

SPECIAL

By Brenda F. Wood, DI

How will our leaders of tomorrow be educated and influenced and who will serve as their role models and mentors?

Today's technology changes our work environment at a breathless pace. As adults, we constantly strive to keep abreast of new methodology and techniques that will increase work productivity and effectiveness. But who is preparing our leaders of tomorrow for this atmosphere of continual change, upgrades and mobilization?

The Federal Women's Program Committee (FWPC) of the Missile and Space Intelligence Center (MSIC) helps meet this challenge by sponsoring the annual Take Our Daughters and Sons to Work Day. Sixty of our daughters and sons participated in events on April 22, featuring hands-on demonstrations of missile hardware, media equipment and introductions to the careers available in the intelligence arena.

Master Sgt. Dean Temple and four of the children from Daughters and Sons Day carefully fold the American flag

The activities focused on events that gave these young men and women a view of the important work their parents do, and allowed them to envision their future career possibilities. Take Our Daughters and Sons to Work Day is especially important as it is the only day that children are allowed to tour the facilities, touch and feel the missile systems, climb into a transporter-erector-launcher (TEL) and get hands-on training to understand the mission their parents accomplish at MSIC.

While parents of the children signed up as team leaders, most demonstrations were generously provided by employees who don't have children or whose children were not in the age group that visited.

Michelle Henderson, chair of FWPC, opened the day by welcoming the children and encouraging them to make the most of the day. The audience rose and saluted the flag as Arthurine Shackleford gave an excellent rendition of our National Anthem.

Chris Smith, chief of MSIC's Infrastructure and Security Division, gave an introduction to the intelligence process using terms and examples that were easily understood by the children. He stressed the importance of their parents' work to the warfighters, policy-makers and to the president. He told the children that although their parents' work could not be publicly recognized, they are truly heroes.

Master Sgt. Dean Temple provided a brief military rank insignia overview, along with a handout on how to properly display the U.S. flag. Afterwards, Temple and Sgt. Edward Greene invited four children to participate in a demonstration to properly and respectfully fold the flag. As the flag was folded, Temple talked about the history of the flag and explained what each fold meant. He told the children that their parents, whether military or civilian, work for a common cause—freedom. Our flag stands for freedom.

Maria Clark, secretary for the Program Development and Execution Division, provided an overview of the career fields at MSIC and explained the educational requirements for each field. She encouraged them to

think seriously about their future and to choose their scholastic subjects accordingly.

Several employees of the Integrated Weapons Analysis Division, led by Bryan Craft, explained signal analysis through a skit where the children took on the role of the president, command post operator, brigade commander, missile launcher, aircraft pilot, aircraft electrical maintenance, scientists and yes—the spies! Assisted by Cindy Santy, Technical Sgt. Kraig Kitchenhenry, Master Sgt. Dean Temple, Jeff Bagley and Gary Thrasher, Craft greatly enhanced the children's learning experience by putting them in control of the scenario so they could visually see the effect of the signal analysis and jamming devices used in the scenario.

Jean Chiarizio, intelligence officer with the Foreign Materiel Division, presented an outstanding briefing explaining the importance of translations to the mission of MSIC. The presentation opened with an audio "Welcome to MSIC" in Chinese from Jimmy Wu. The same "Welcome to MSIC" was presented in Spanish by Luis Rivera and Peter Espinosa, and in Russian by Alex Efimenko. Luis Rivera, born in Puerto Rico; Peter Espinosa, born in Cuba; and Alex Efimenko, born in Russia; each talked about the differences in culture and language between their birth countries and the United States

One of MSIC's talented visual information specialists, Rick Greif, explained his duties and the educational requirements for his career field. He also gave a brief demonstration on Adobe Photoshop image manipulation. He kept the childrens' attention through a hands-on demonstration that explained the visual information's role of graphically portraying what the analyst is trying to convey—after all, a picture really is worth a thousand words!

John Nieder, chief of the Antitank Guided Missile (ATGM) Systems Division, and Dave McKenzie, a lead engineer with the same division, showed videos of ATGMs successfully destroying a variety of targets. The videos were enhanced with upbeat music that held the children riveted as they watched the targets explode. The children were then allowed to look through the Russian FAGOT (AT-4) ground launcher and "dry-fire" the missile. "ATGMs Rule!" is the motto of the ATGM Systems Division.

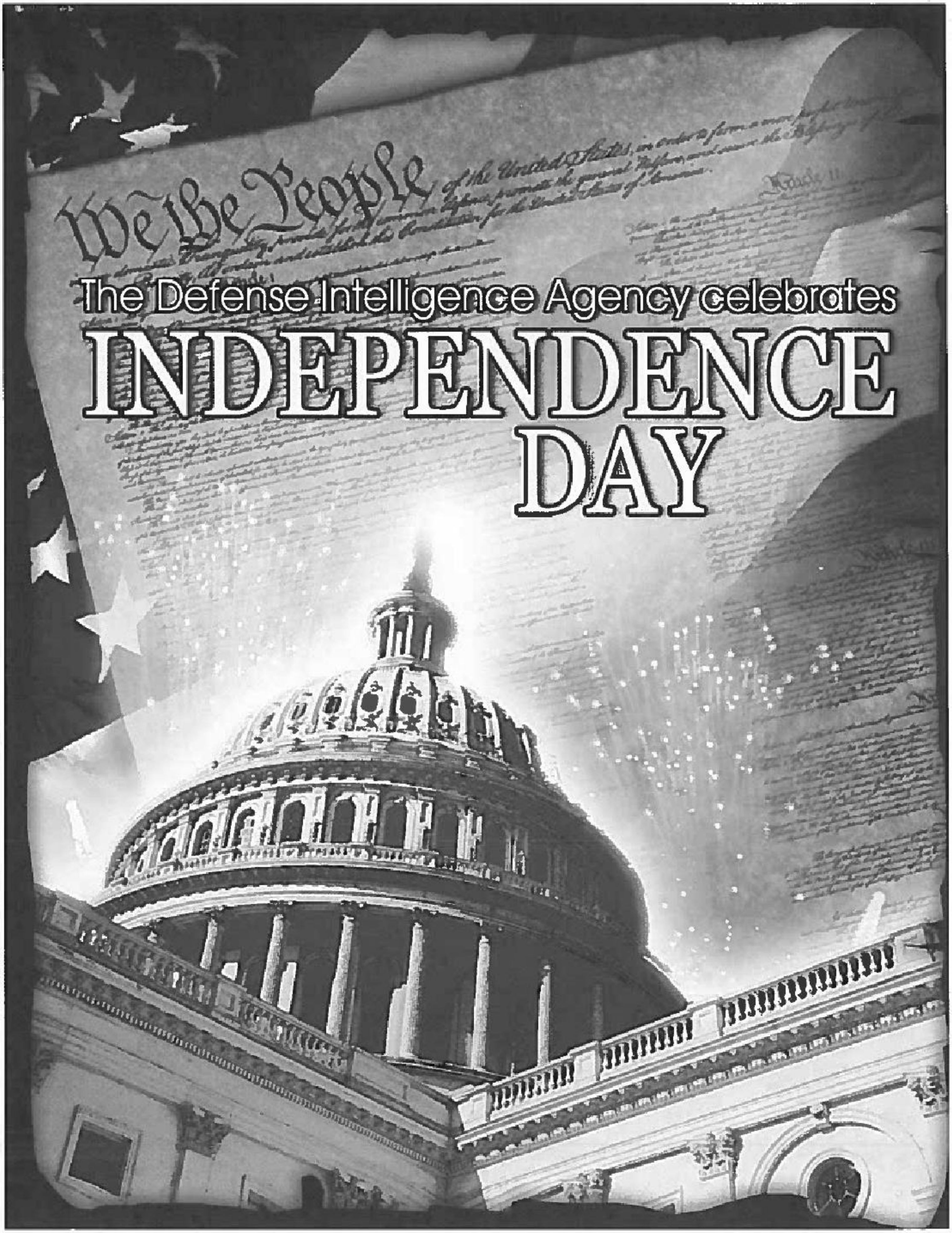
To complete a full day of learning, Marie Vogan and Stacy Louallen, both from the Short-Range Ballistic Missile (SRBM) Division, discussed the SCUD-B and allowed the children to climb into the cab of the TEL. The children were amazed as the SCUD-B was erected and readied for launch!

MSIC employees feel that the key to better students, citizens and leaders of tomorrow is to begin early in a child's life and continue to provide learning and guidance as they grow. We continue to shape the children of today so that they will excel in their chosen career fields as they become our leaders of tomorrow.

Pictured on the SA-2 missile system is the Gold Team. The children ranged from 13- through 15-years-old and are shown with their team leaders, John Dunlap (on the left), and Mary Smith (on the right).

On This Day in HISTORY

1 July 1918: Bolling Field named after Colonel Raynal Bolling
2 July 1937: U.S. aviator Amelia Earhart disappeared over the Pacific
3 July 1775: George Washington took command of the Continental Army
4 July: Independence Day (Holiday)
4 July 1976: Israeli commandos raid Palestinian hijackers at Entebbe
6 July 1990: NATO declared Warsaw Pact no longer a military threat
8 July 1942: Arlington Hall Station made an official military post
9 July 1957: First public acknowledgement of National Security Agency—five years after its establishment
11 July 1941: Office of the Coordinator of Information established; became the Office of Strategic Services in 1942
12 July 1963: First KH-7 GAMBIT photo-reconnaissance satellite launched
13 July 1977: COBRA DANE phased-array radar system operational
14 July 1977: House of Representatives Permanent Select Committee on Intelligence established
15 July 1979: DIA established Directorate for Resources and Systems
15 July 1996: DIA civilian Judith Goldenberg killed while visiting USDAO Cairo
16 July 1945: U.S. detonated the first nuclear bomb at Alamogordo, N.M.
17 July 1975: US APOLLO 18 and the Soviet SOYUZ 19 docked in space
19 July 1990: DIA received the first reports of Iraqi divisions near the Kuwaiti border
21 July 1988: Eight year Iran-Iraq war ended
22 July 1990: DIA activated the Iraq/Kuwait Regional Working Group (IZKUWG)
24 July 1990: U.S. warships in the Persian Gulf placed on alert
25 July 1990: DIA went to WATCHCON II and issued warning report on Iraqi
26 July 1947: President Truman signed the National Security Act
27 July 1953: Armistice for Korean War signed
27 July 1999: Vice Adm. Thomas Wilson, USN, 13th DIA Director
29 July 1966: First KH-8 GAMBIT photo-reconnaissance satellite launched
30 July 1999: U.S. military officially closed its Panama operations
31 July 1989: Lebanese terrorists announced the execution of Marine Lt. Col. William Higgins


We the People
The Defense Intelligence Agency celebrates
INDEPENDENCE
DAY